

Together with Employees

Incorporating Global Standards, Strengthening the Organization through Diversity

Director, Managing Executive Officer, Assistant President, Chief Officer of Subsidiaries, Chief Administrative Officer, in Charge of Purchasing and Senior General Manager - Human Resources and General Affairs Headquarters

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Developing people and nurturing careers

To continue stable, sound management and growth amid market changes and intensifying competition, it is essential that employees are engaged stewards of the company. Work styles have changed as AI technology has advanced and of course, with the COVID-19 pandemic. We are transitioning actively to a more global-standard, performance-oriented employment system with promotion and career development determined by roles and outcomes, and not by age or history with the company.

As stated in our Management Markers, our company values employees as our most important resource. It is important that we evaluate their achievements properly, looking beyond process alone to results and outcomes achieved. We believe that this approach will build our talent pipeline and enhance our growth as a business and as an organization. As always, we aim to enhance the quality and dignity of work and to develop individuals' contributions to society, along with our company's.

New HR system:

Our new global HR system emphasizes clear performance standards, with compensation based on objective evaluation of outcomes and contribution to team achievement. It offers opportunities to people who aim high.

We make roles and responsibilities clear through a system of Job Descriptions (JD) with terms of employment determined by Job Grade (JG). The scale of work duties is measured and job grade set within a certain range. In 2020, we introduced this new system to apply to management positions as a "pre-adoption." After making some improvements, we plan to expand the system to employees at Headquarters, and then to our employees outside Japan.

Strengthening learning opportunities

Our approach to education in the past typically has been geared towards enhancing effectiveness within specific departments or bases. But we've found that this approach sometimes leads to siloed forms of knowledge that can prevent fruitful cross-

departmental and cross-functional work.

We are excited about rebuilding our education system in the creation of the Mabuchi Learning Institute (MLI), which is designed to create broad and deep knowledge across the Mabuchi group, worldwide. Our aim is to ensure that all employees understand the importance of producing measurable results through their work and of achieving high productivity. Education is especially necessary for cultivating this mindset.

To help young recruits at home base more learning opportunities abroad, we are enhancing our trainee system. Overseas posts are usually three-year appointments that carry high expectations of practical professional achievements. Our trainee system now allows 6 months to one year of overseas experience during which employees can experience our operations outside Japan. Conversely, we also have a system by which employees of overseas bases are posted to Headquarters. We want to continue to globalize our HR system in a way that optimizes the deployment of our talent to Headquarters and bases outside Japan and fosters dynamic exchange of ideas and people development.

The Long-term Management Policy and Mid-Term Management Plan

Employees deserve to have a clear understanding of the strategic direction the company is taking. I believe that the announcement of the Long-Term Management Policy has created a sense of challenge and excitement among our employees. Our company

has a longstanding culture of tackling challenges. I think that by tackling new things, we have formed a positive mindset of continuously acquire new skill sets, and this ambition has even increased recently. All workplaces face the usual constraints of time and heavy workloads, but as our new personnel system evaluates not only individual but also team performance it is my belief that people will overcome issues through collaboration and discovery.

Diversity

To achieve our Management Principle of "Contributing to International Society and Continuously Increasing our Contribution," our company is building an environment in which all Mabuchi group employees can be active worldwide, without being limited by geographical or other boundaries. The diversity that we seek is one in which all employees possess a global sensibility regardless of nationality, age, gender, and so on, and apply their individuality to generate new value.

Our company has been expanding overseas since 1964. Through that long history of overseas operations, we have always upheld flexible, fair, and impartial thinking with regard to hiring, employment, and promotion. We will keep strengthening our initiatives to create an environment in which talent with diverse backgrounds can contribute at all levels and in all dimensions of our company.

(See p. 57 for more information on our people development initiatives.)

Evolving Diversity in Mabuchi Motor

We would like to introduce the comments of the managers of the Mabuchi Group base.



America Mabuchi
Ms. HOEF
Accounting and Administration, Treasurer

We take the courage to take on the ever-changing business challenges, especially when we are afraid of failure. We believe that success is possible with clear instructions and guidance to team members.

Vietnam Mabuchi
Ms. PHAM
Information System Dept., Manager

I think that working voluntarily is one of the characteristics of employees who can play an active role. Rather than waiting for your boss's instructions, if you are aware that you will actively work on the task, you will be able to work more independently and gain the trust of your boss and colleagues.

